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Office Memorandum • UNITED STATES GOVERNMENT

TO : Director of Training

FROM : [REDACTED]

SUBJECT: Career Service

DATE: 13 May 1951

1. It is suggested that our present thinking on the career service has two bugs in it (a) it has political dangers i.e., the charge of favoritism and no assured placement and (b) the sink-or-swim program following some training which does not provide any assurance of ROTATION which is a primary ingredient in any career program.

2. To meet the first difficulty it is proposed that all non-clerical GS-5 to GS-12 inductees into the Agency (either those that are on an Office T/O or in the 100 slot pool) MUST go through a TRAINING SCHOOL. (It is suggested that the 100 slot pool is over-ambitious as a starter.)

3. This Training School has the two divisions now contemplated i.e., UNCLASSIFIED and CLASSIFIED. At the discretion of the Office, inductees may be released at the conclusion of courses at either or both of these schools.

4. The classified school should be expanded to embrace the idea of maximum flexibility i.e., in-office training; centralized training; full time attendance and part time attendance; long courses and short courses. Study should be intensified to uncover areas of training to meet Agency needs.

5. At the end of the training period, (whatever it may be), the body goes to the hiring Office or back to the Trainee Pool (note the word career has been dropped).

6. At this point O/TR and Personnel go to an Office and suggest that it probably has a body it would like to see have some of O/TR's courses. O/TR offers a body, Joe Smith, from the Trainee Pool to take the nominee's desk (or a lower desk so that a third body can take the nominee's desk). When the nominee has received his training he returns to his Office and Joe Smith is then offered to another supervisor on the same basis. (See Note)

7. If Joe Smith is any good it will not be long before he is bid for by an Office. If and when O/TR agrees to release Joe Smith,

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it does so subject to a gentleman's agreement of a reciprocal release of an O/TR approved body from the Office, to be activated then or at some future time and thus Joe Smith is used as a "pawn" in the trading process by which rotation is kept going.

8. With replacement available from Trainee Pool it seems reasonable to assume that the Offices would begin to patronize the training courses. They might then begin to nominate personnel (without replacement) for training on a part time basis. It seems hardly probable that they would nominate any "pass-ons" as the nominee returns to the nominating Office. More likely (if the courses are worth while) they would nominate their "potential".

9. Every time an individual passes in and out of O/TR's operations or completes a rotational assignment he would be assessed, tested, examined and supervisor appraised. The cream of these individuals are the Career Corps to be followed closely by O/TR.

10. Two devices could be employed to prevent overlooking of potential now on board that the above process did not uncover over a period of time:

A. Employees would be permitted to request direct to O/TR, (i.e., outside channels) privilege of a competitive examination to take O/TR courses; and

B. A "skimming" program could be devised to uncover all individuals above or below an AGE-GRADE average. Review of these names by O/TR would reveal merit for inclusion in the Career Corps, (or glaring and undeserved preferment).

11. This program would be picked-up at the GS-12 level by an Executive and Professional Development Program.

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NOTE: The rotation program would require study to determine rational circuits of rotation. This is a feasible procedure, which sooner or later has to be done anyway.